

This record is a partial extract of the original cable. The full text of the original cable is not available.

UNCLAS SECTION 01 OF 02 KINGSTON 000772

SIPDIS

DEPT FOR WHA/PPC  
ALSO FOR INL/LP/CAR AND WHA/CAR

E.O. 12958: N/A

TAGS: [SNAR](#) [KCRM](#) [JM](#)

SUBJECT: REQUEST FOR FY- 2005 ECONOMIC SUPPORT FUNDING  
(ESF) FOR LAW ENFORCEMENT ACTIVITIES - JAMAICA

#### 1. Background

In 2003, the U.S. Government provided Economic Support Funds to assist Jamaica in building a more professional police force. A Law Enforcement Development Advisor position (LEDA) was established within the Jamaica Constabulary Force (JCF) to implement recommendations from the Police Executive Research Forum (PERF) and to advise the JCF Commissioner on management and other matters affecting the operations and performance of the Force. Working directly with the JCF Commissioner, the LEDA is advising on how to restructure and reform the police and establishing a system of accountability and transparency, including stronger internal affairs and personnel practices. Part of the task included the implementation of the PERF recommendations. Of the 83 original recommendations, progress has been made on 40, with 18 additional built into the proposed regionalization and restructuring plan. 8 of the recommendations will not be accomplished until funding issues are resolved and the final 17 are beyond the capability of JCF to influence as they may require changes in current laws or new legislation.

The LEDA is attempting to assist the GOJ create a police force that is proactive, productive and welcomed throughout Jamaica. The LEDA proposed the creation of a Professional Standards Branch reporting directly to the Commissioner charged with addressing the serious issue of corruption within the JCF. This unit is nearly developed and is projected to become operational in March 2005. The vetting of all JCF units working directly with US components and those assigned to highly sensitive areas has been proposed and is presently being processed. In 2004, based on recommendations from the LEDA, the JCF implemented a new policy on officers' use of deadly force. Published copies of the new Human Rights and Use of Force Policy have been distributed to every member of the JCF and training on the new policy continues as a priority. In addition, middle and upper management officers were introduced to Operational Planning Training that required extensive planning and supervisory approval prior to the execution of police operations. Further management skills training was provided in the areas of accountability, expectations, and effective management of resources.

The LEDA's management assessment of the JCF revealed the need for significant restructuring and the application of new management practices designed for accountability, effectiveness and efficiency. This was packaged into a regionalization and restructuring plan in October 2003, with the active participation and endorsement of the police commissioner. However, the project was subsequently assigned to the JCF Corporate Strategy Coordination Unit and has since stalled. Despite support from the government's highest officials the project has moved slowly.

A significant component of the restructuring included a mentoring program for which ESF funds were provided in FY-[104](#). The mentoring project was designed to provide Jamaica Constabulary Force management personnel with mentors from active management positions abroad to assist in the development of staff officer/management skills required to support the implementation of the modernization and reform strategy. It was hoped this would commence the summer of 2005, but the timetable has been pushed back partly due to the change in administration. The Post is optimistic the restructuring and regionalization plan will take shape during 2005 and the mentor program will support the project. Mentors will participate in a comprehensive orientation program designed to prepare them to interact effectively with JCF counterparts for the delivery of consistent coaching and counseling in such areas as time-management, delegation of authority, project management, accountability, meeting management and general professional skills.

#### 2. FY-2005 Program Request

In pursuing the Law Enforcement Development project, the LEDA identified a need for additional mentors for each of the regions (4) and the JCF Headquarters (1). In addition, a necessary component of this phase of the project will be contract funds for remuneration of a portion of the mentors who will be coming from a pool of recently retired police

managers (10). One final adjustment would include one additional week for travel and relocation for the mentors so as to not diminish the actual time in mentorship. This will be the focus of the extension of the LEDA program, plus significant management training workshops facilitated by the LEDA at the express request of the new commissioner of police. All of the management training and the mentoring will emphasize accountability, professional standards, anti-corruption and resource management.

### 13. Resources Requested

Initial Orientation	\$11,875
Mentorship Phase	\$79,125
Remuneration	\$75,000
Follow-up Phase	\$6,600
TOTAL PROJECT COST	\$172,600

### 14. Justification

The U.S. strategy continues to be focused on fighting corruption, improving community-police relations, and building capacity within the security forces. The USG has already made a significant investment in the restructuring of the JCF through INL assistance to the National Intelligence Bureau (NIB) and the Narcotics Division. This program reaches the remainder of the JCF from which personnel are assigned to the specialty units making them more valuable contributors to the overall USG efforts. The new JCF Commissioner has relied on the advice and counsel of the LEDA to institute changes designed to improve the effectiveness of the Force. Completion of this program through the addition of more mentors in key locations will ensure the sustainability necessary to make Jamaica's law enforcement community a viable partner in combating international crimes affecting the U.S. national interest.

### 15. Performance Measures

Once the mentoring program is completed, significant reduction in the countrywide crime rate should be obvious. Division Commanders use their direct link to U.S. law enforcement assistance and counsel to resolve management and operational situations. The professionalism and dependability of the JCF is enhanced and its public image is significantly improved.

TIGHE